Reimagine your world

LEADERS & MANAGERS TOOLKIT

An easy guide to leverage
Operating Principles to meet goals

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A Message about our Operating Principles

Dear Colleagues,

We are pleased to introduce the Operating Principles Toolkit for Campus Leaders. In this document, you will find many practical ways to build the principles into staff meetings, communications, recognition programs and process improvement.

Many units on campus are already leveraging our Operating Principles with great results, such as the Office of the Chief Financial Officer (CFO) and the Learning & Organizational Development department. We hope you can help us build on this momentum by actively introducing the principles into your unit's work.

We invite you to join us in making the Berkeley Operating Principles an important part of our campus-wide administrative culture.

George Breslauer and John Wilton

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Reimagine your world

WE INCLUDE AND EXCEL, TOGETHER

We cultivate trust, treat one another with respect and assume good intentions. We actively include different perspectives and work cooperatively within and across departments. We thrive when we celebrate the diversity in our community and our common commitment to equity, inclusion and equal access to all.

WE IMAGINE AND INNOVATE

We develop sustainable solutions that help us meet campus goals. We are willing to take intelligent risks, make mistakes, and learn from our experience.

WE SIMPLIFY

We reduce unnecessary steps and make it easier to get things done. Our solutions are common where they can be, custom where it counts.

WE ARE ACCOUNTABLE TO EACH OTHER

We measure supervisor, individual and team performance, make transparent decisions, and follow through on our commitments. We recognize excellence, and give and receive constructive feedback at all levels to help us improve.

WE FOCUS ON SERVICE

We provide timely, excellent service to students, staff, faculty, alumni and other stakeholders. We emphasize service over bureaucracy whenever possible.

OperatingPrinciples@berkeley.edu

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Why Operating Principles?

1. To Meet Your Goals

The key reason leaders don't succeed is they did not execute their strategy. If your organizational culture is not aligned with your strategy, your staff may behave in ways that are counter to departmental goals. You can start by asking yourself: "What goals do we have for our team? Which principles (behaviors) could help us meet those goals?

2. To Engage and Energize

In the midst of all the change and uncertainty happening on campus, staff are hungry for meaning and engagement in their work. In successful organizations, principles or values become a rallying cry to energize and retain staff. Not only can leveraging the principles help you reach goals, but they can also help make UC Berkeley an even better place to work. Imagine a working environment where staff's daily experience is one of mutual respect, freedom to innovate, simplified processes, accountability and excellent service to each other. Several senior leaders have held sessions focused on authentic leadership and serving as an ambassador for Operating Principles. Their staff emerged engaged and energized.

3. To Boost Performance

As Berkeley navigates changing conditions, the principles extend your reach as a leader. World-renowned expert on organizational culture, Professor Jennifer Chatman, states, "Strong cultures boost performance by... focus(ing) employees' attention on organizational priorities that then guide their behavior and decision-making. They do so without impinging, as formal control systems do, on the autonomy necessary for excellent performance under changing conditions."

"Culture is about the execution of strategy."

Professor Jennifer Chatman, Haas School of Business

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How Can I Lead the Way?

1. ## Model the Principles
   - Ask yourself: Do my actions and priorities reflect these principles?
   - Clear the way for desired behavior: simplify processes, encourage intelligent risk-taking
   - Challenge your team to live the principles: Ask them, "Does this process put service first?"
   - Host a 30-minute meeting (see page 9)

2. ## Include Principles in your Communication
   - Challenge yourself to include at least one principle in every speech or staff meeting for one year
   - Clarify unit goals and make a clear connection between the principles and goal attainment
   - Use the videos, posters, stories and appreciations here
   - Focus on 1-3 principles that are most crucial to help you achieve goals

3. ## Recruit for Culture Fit
   - Use new campus HR tools that embed the principles into the hiring process and interview questions

4. ## Reward Desired Behaviors
   - Publicly appreciate people and teams who already exhibit the principles. Post appreciations here
   - Nominate staff or teams for recognition awards that use the principles as criteria (e.g. Spot and Achievement Awards)
   - Set up a regular practice of doing a "go-around" of appreciations at every staff meeting

5. ## Schedule a Planning Session
   - Teams can experience greatly increased engagement and teamwork after a special session focused on the principles
   - Utilize the planning session to to talk about how the principles can help your team tackle important issues you and your team face
   - Uncover the answer to, "What would we do differently if we were fully living this principle?"
   - Contact Kia at kafcari@berkeley.edu to discuss your needs

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5 Practices for Impact

One-time events don't build culture, regular practices and rituals do. Here are five regular practices that can help operationalize the principles and have a big impact on reaching unit goals.

INCLUSION: Make Appreciations a Regular Ritual in Meetings

Cultivate trust, respect and cooperation by making appreciations a regular ritual in all staff meetings. Simply go around the room and have each person appreciate the person on their left. In just 5-10 minutes you will have improved the effectiveness of your meetings. You can also use appreciate.berkeley.edu to appreciate staff.

INNOVATION: Host a Quarterly Innovation Fest

Innovation abounds when people are given some freedom to work on projects they are passionate about. Encourage risk-taking by making mistakes ok, like one organization did with its "failure wall." To set up your Innovation Fest, choose one Friday afternoon per quarter, book a room, provide food, let people mingle and build on each other's ideas. At the end have self-organized groups give 4-minute presentations on their ideas. Then, lead a process for choosing and acting on the best ideas. Since **innovation = creativity x execution,** paying attention to how you implement ideas is crucial.

SIMPLIFICATION: Map Processes and Simplify

Often, we assume that all the steps in a current process are necessary because of regulations or other factors, when in reality we have more flexibility than we imagined. To get started with process improvement, try this primer on process mapping, or contact the Learning & Organizational Development department (formerly COrWE) to help your team map and streamline your processes.

ACCOUNTABILITY: Standardize Regular Feedback

Making feedback a regular, expected practice can go a long way in increasing accountability. At the end of every meeting, carry out a 5-minute plus/delta exercise. In your one-on-one meetings give regular feedback and use this article as a guide. You can also model receiving feedback by using 360° feedback. You can use this simple form or contact the Learning & Organizational Development Department for the more in-depth Leadership Effectiveness Assessment tool.

SERVICE FOCUS: Solicit feedback and make improvements

Ivor Emmanuel of the Berkeley International Office, surveyed students to find ways to improve their service. With their feedback, they developed a two-tiered service model that greatly reduced wait times. Three key steps are important here: Gather input from those you serve, analyze the data, generate solutions with your team, and act on the best solutions.

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Talking Points
Challenge: Can you mention the principles in every speech for one year?

Elevator Speech
**Here's a one-minute description of the Operating Principles and how they can be useful.
Feel free to tweak it in a way that's comfortable for you to use.**

"I think our operating culture is too important to leave to chance.   I'm joining many leaders on campus who are leveraging the Operating Principles that came from thousands of voices to make this a more effective, efficient and enjoyable place to work. I know that when my staff are living these principles, it will be easier for us to reach the goals in our department."

Tell a Leadership Story
UC Berkeley Professor Mark Rittenberg often shares the idea that personal stories can be used as a powerful management tool. Here's an example from Jennifer Wolch, Dean of the College of Environmental Design.

A faculty member had a great idea to launch our Summer Institutes, designed as a career discovery program, and we went for it. It has worked out beautifully. Each year our institutes grow, providing great educational experiences for students, job opportunities for graduate students and revenue for the college. So we decided to launch a summer program in Shanghai, China, but unfortunately there just weren't enough sign ups. We had taken a risk and it hadn't panned out, so we pulled the plug. This year, we are experimenting with a summer workshop series on design and technology. We need to keep imagining and innovating for the future."

Connect Principles to Initiatives
Because culture is about the execution of strategy, be deliberate about tying your strategic initiatives to the principles. Here's an example from Harry Le Grande, VC of Student Affairs.

"The Operating Principle 'We imagine and innovate' is being leveraged right now in Student Affairs. The division is in the midst of a long-range strategic planning process; staff and students are being asked to dream boldly to imagine, with constraints, an ideal future-state for generations to come. It's incredibly motivating for the staff to work from a place of creativity and innovation rather than the status quo."

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30-Minute Staff Meeting
A quick & easy way to introduce Operating Principles to your team...

Materials Needed
- Photocopies of the poster on page 2 of this toolkit for each of your staff
- Laptop, projector, speakers
- An internet connection to show the videos found at: http://OperatingPrinciples.berkeley.edu

Say
"The campus has adopted a set of Operating Principles that I think could be very useful for the way we do our work in this department. I wanted to take this opportunity to explore with you how these principles could apply to our work here."

Show
One of the 3-minute Bright Spots Videos at the link above

Do
Handout the posters (principles) from page 2 of this toolkit

Break up into pairs and answer the question:
"Which Operating Principle do you most connect with and why?
(Ask a few people to share)

Identify one of your departmental goals and describe how living a particular principle will help the team get there.

End the meeting by going around the room and asking each person to appreciate something about the person to their left. (Make this a regular ritual at every staff meeting)

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Interview Questions
To assess job candidates for culture fit

When we recruit, hire and promote staff that live by our principles, we create a unified team. Going beyond job specific responsibilities helps us and helps the candidate assess if they fit with our organizational culture. Once you've hired staff, make sure to onboard them using the principles.

WE INCLUDE AND EXCEL, TOGETHER

Describe your past efforts at promoting cooperation, inclusion and diversity.

Tell us about a time where you worked accross siloes.

WE IMAGINE AND INNOVATE

Tell us about a time where you took a risk and developed an innovative solution.

How have you incorporated sustainability (financial and environmental) into your work?

WE SIMPLIFY

Tell us about a time where you took a very complex issue and developed a simpler solution.

WE ARE ACCOUNTABLE TO EACH OTHER

Tell us how you used feedback to encourage good performance with staff or colleagues.

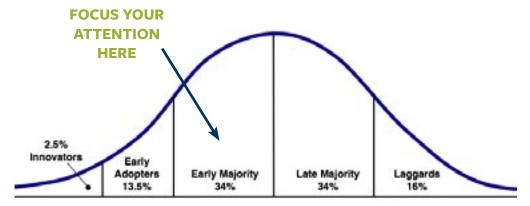Describe the kinds of things have you done to appreciate and recognize the people you work with.

WE FOCUS ON SERVICE

Tell us about a time where you provided "wow" service.

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Change Management

Any significant change effort will meet with resistance. Considering Roger's Innovation Curve, it's best to focus your attention on the group that is "on the fence," known as the early majority, and minimize your time working with vocal critics or early adopters. When the discerning early majority come aboard, the late majority are more likely to join them as well. Here are some tips on working with early majority resistance.

FOCUS YOUR ATTENTION HERE

2.5% Innovators

Early Adopters 13.5%

Early Majority 34%

Late Majority 34%

Laggards 16%

Roger's Innovation Adoption Curve

Resistance

"We don't need more slogans."

"This sounds corporate."

"Berkeley doesn't live by these."

Response

Emphasize that the principles are not just words. They are being embedded into campus-wide systems and processes: interview questions, process improvement, etc. Highlight how living the principles helps your department reach desired goals.

The principles come from thousands of dedicated staff on campus who described their desires in focus groups, surveys, and CultureCal brainstorming. Learn more about the year-long process of defining our principles at http://OperatingPrinciples.berkeley.edu

While we've got significant work to do to live these principles, there are plenty of examples of teams and individuals that exemplify the principles. Show staff the videos and Kudos page on the website to highlight exemplars.

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Visit
OperatingPrinciples.berkeley.edu

Posters
Videos for each principle
Appreciate a staff member page
Toolkits
Articles and research on organizational culture
Case studies
Monthly things you can do

Visit the What You Can Do page for an online version
of this toolkit, complete with links

Thank you for your leadership

OperatingPrinciples@berkeley.edu

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